

Revolutionizing
how the world engages
with ideas and information




EXHIBIT 4

DOCUMENT

PLACEHOLDER

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HR All Hands

Donna Morris

September 11, 2008



Agenda

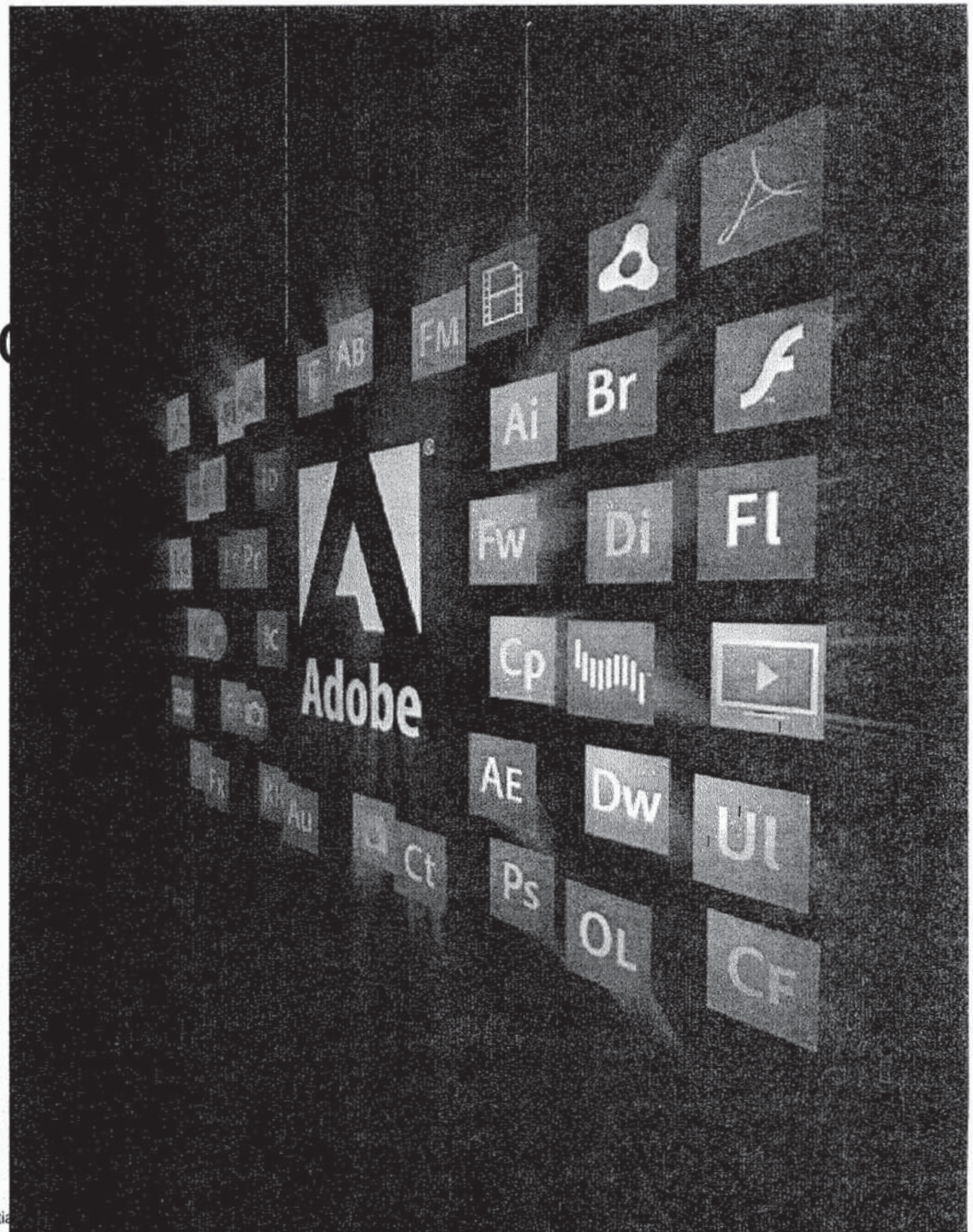
- Welcome
- Human Resources Strategic Plan
- Doug Mack – Photoshop Express
- Service Awards
- HR Excellence Award
- Q&A

Welcome New Hires

- Aparna Malik, Talent – Noida
- Shweta Tyagi, Talent Dev. – Noida
- Paul Larsen, HR Consulting– San Jose
- Diana-Emanuela Sandra, Talent – Bucharest
- Zoe Spicer, HR Consulting – London



Human Resources Strategic Plan 2009 – 2011



Overview

- HR Vision 2011
 - Strategic Areas of Focus
 - Success Measures
 - HR Capabilities – Developing for the Future
 - Global HR Distribution

Human Resources 3 Year Strategic Imperatives

- Continue to evolve talent management capabilities that result in the ability to attract, develop and engage top performing global employees
- Ensure a foundation of world class HR programs, systems and services that deliver exceptional experiences
- Develop and execute upon a compelling total rewards strategy that contributes to the ability to attract, engage and align employees to deliver upon business results
- In partnership with leaders drive focused organizational change aligned with our core values that contributes to high levels of organizational effectiveness and employee engagement

Global Growth Assumptions



HR Strategic Areas of Focus

Create a vibrant and dynamic workplace recognized for attracting and developing exceptional employees who are rewarded for their contributions to our business

**Talent
Management**

Total Rewards

**Organizational
Growth and
Development**

HR Operations

2011 HR Vision



Key Areas of Focus 2009 - 2011

- Org Growth & Development



- Talent Management



Key Areas of Focus 2009 - 2011

- Total Rewards



- HR Operations



Strategic Plan Success Measures

Success Metric	Measurements	Targets

Strategic Plan Success Measures

Key Priority	Desired Outcome	Performance Measures

HR Capabilities – Developing for the Future



HR Capabilities – Developing for the Future



HR Headcount Geographic Distribution – 2005 vs. Current

